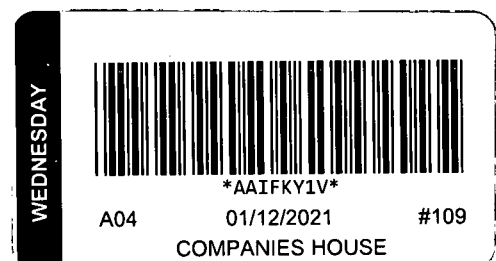


# Brighton Dome and Festival Limited

(A company limited by guarantee)

## ANNUAL REPORT AND ACCOUNTS

for the year ended 31 March 2021



Registered number: 00889184  
Charity number: 249748

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# BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

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for the year ended 31 March 2021

## TRUSTEES' ANNUAL AND STRATEGIC REPORT

The Trustees are pleased to present their annual report together with the accounts, which includes both the Trustees' Report and Strategic Report for the year ended 31 March 2021.

### Reference and administrative details

Charity number: 249748

Company number: 00889184

Principal Office: 12a Pavilion Buildings, Castle Square, Brighton BN1 1EE

Banker: Royal Bank of Scotland, PO Box 300, Brighton, BN1 9TE

Auditors: Haysmacintyre LLP, 10 Queen Street Place London, EC4R 1AG

### Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Trustees.

The Trustees serving during the year and since the year end were as follows:

Mr Danny Homan – Chair  
Mr Judah Armani  
Mr Tim Aspinall (resigned 15<sup>th</sup> December 2020)  
Ms Lucy Davies  
Prof. David Gann (resigned 22<sup>nd</sup> September 2020)  
Mr David Jordan (resigned 22<sup>nd</sup> September 2020)  
Mr Nick Juba  
Mr Jordan Kensington  
Ms Melanie Lewis  
Mr Christopher Martin  
Ms Marina Norris

Cllr Phélim Mac Cafferty  
Cllr Amanda Grimshaw (resigned 7<sup>th</sup> July 2020)  
Cllr Jaqueline O'Quinn

### Officers and Executive Management

The current officers, and those who served during the period, are as follows:

Mr Andrew Comben – Chief Executive  
Mrs Amanda Jones – Deputy Chief Executive, Director of Finance & Company Secretary (resigned as Company Secretary on 20<sup>th</sup> March 2021)  
Mr Andrew Caddy – Company Secretary (appointed 20<sup>th</sup> March 2021)  
Ms Kyla Booth-Lucking – Director of Programming and Participation (job-share)  
Ms Carole Britten – Director of Marketing & Audiences  
Ms Beth Burgess – Director of Production, Festival Executive Producer  
Mr Peter Chivers – Director of Music & Arts  
Ms Zoe Curtis – Director of Visitor & Venue Services  
Ms Maxine Hort – Director of Operations  
Mrs Laura Keogh – Director of Human Resources  
Ms Tanya Peters – Director of Programming and Participation (job-share)

### **Disclosure of Information to Auditor**

Insofar as each of the Trustees of the Company at the date of approval of this report is aware there is no relevant audit information (information needed by the Company's auditor in connection with preparing the

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audit report) of which the Company's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

### Auditor

The Trustees were pleased to appoint Haysmacintyre LLP as auditors of Brighton Dome and Festival Limited for the year ending 31 March 2021 and wish to thank them for their professionalism, advice and guidance throughout the period. Appointment of auditors for the financial year ending 31 March 2022 will be proposed and discussed at a future meeting of the Board in accordance with section 485 of the Companies Act 2006.

### Principal activities

#### Artistic Ambition

#### **Brighton Dome**

The start of the 2020/2021 financial year came just a week after the first national lockdown for Covid-19. We ultimately had to cancel, postpone or reschedule hundreds of live events originally programmed across 2020 and 2021.

We had to quickly learn and adapt to lockdown requirements, turning many events into online or live stream experiences and transitioning others into outdoor experiences. Although very few live events were possible in 2020/2021 we still managed to deliver significant audience engagement, mostly through our online activity.

We also took the pragmatic decision to plan for a longer-term recovery business model that would link to the re-opening of our Corn Exchange and Studio Theatre venues in 2022. This plan takes a three-phase approach to the period June 2020 to April 2022, as follows:

Recovery: June – October 2020

Renewal: October 2020 – October 2021

Reopening: October 2021 – April 2022

Every arts organisation continues to face an uncertain future, particularly those like us reliant on venues generating commercial income. Our current business model, generating 67% of its income from commercial or philanthropic sources, relies on audience attendance capacities of over 70% year-round which will be harder to achieve in the medium term due to audience confidence and is interdependent on hundreds of promoters and producers with whom we share risk or receive hire fees some of whom may not survive the pandemic.

In managing our 2020/2021 programme we were acutely aware of the risk and impact of both supply and demand for arts events and as was borne out, the likely possibility of only socially distanced performances being permitted, the majority of which proving unviable for our promoters. We worked with our promoters and artists to reschedule dates – often several times, which has meant our Concert Hall has been primarily closed. We are looking instead to re-open in Autumn 2021 with the first return in 18 months of live performance events indoors at full capacity.

Initially focused on minimising cancellations and enabling the rescheduling of as many events as possible we then worked with partners and promoters able to offer events online. This year we were able to present 7 live events (3 of which were also livestreamed) with a total audience of 1,463. In addition, we presented 3 livestream-only events from our Concert Hall, each with watch again versions and co-presented 61 online events and livestreams. There was a total of 80 events across the period (2020: 264).

#### **Recovery:**

With so much performance activity unable to take place we instead invested much time and resource into artist development alongside further development of our role as a civic venue.

We continued our leading role in the Brighton arts ecology. Alongside other key partners in the city, we developed the ABCD Recovery Plan, supporting widespread and in-depth consultation and engagement with organisations, venues, independent artists, practitioners and our city council. This research and the resulting plan have enabled fresh thinking on solving some old and some new, pandemic-exposed, challenges to sustaining arts and creativity in the city.

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Additional consultation with artists and the development of new partnerships has enabled artist-led initiatives to partner with BDBF on opening spaces to diverse artists, for example through the Open Venues scheme with Brighton Artists Network and in hosting safe, free spaces for creative practitioners to meet, support each other and share ideas such as Creative Catch Ups with Iron Clad Creative.

The launch of our In-House Artist scheme is bringing artist voices into the centre of our work. The scheme provided £10,000 each to 4 artists to pursue creative endeavours and contribute time as advisors and provocateurs whilst also informing our developing Business Plan for our newly refurbished spaces.

We reopened our foyer doors to the public in September 2020 by welcoming Café Domenica, a social enterprise supporting young adults with learning difficulties, to manage both a daytime café (Tues- Fri) and offer their programme of enrichment activities in our Founders Room.

In July 2020 we partnered with one of our regular talks and books event promoters FANE to launch a series of live stream talks with authors and celebrities linked to new book launches. These were pay-to-view online experiences offering a book plus livestream or live stream only and with a limited 'watch again' of 48 hours. All unique, new events these helped to maintain our online presence and enabled us to trial moving into the territory of paid for digital experiences.

With several partner venues and promoters across the UK and internationally these one-off filmed experiences have been successful in generating large audiences overall. Between August 2020 and March 2021, we co-presented 51 such events featuring a wide range of high profile and diverse artists including Margaret Atwood, Sir Ranulph Fiennes, Armistead Maupin, Stephanie Yeboah and Kiley Ried. 1,500 bookers/households were reached through this initiative - a modest total despite proactive marketing campaigns. We learned a lot regarding the viability of such events, particularly with respect to price (60% of our surveyed audience would expect to pay significantly less than for a live experience) and audiences' equipment limitations.

We co-hosted Wise Children's new musical Romantics Anonymous in September 2020 directed by Emma Rice which was performed live at Bristol Old Vic and required the company to live in quarantine. We were part of a London & Southeast venues night, comparing very highly with the other participating venues by selling 402 household tickets (most venues selling less than 100).

Other free online events experiences that we made available via our website platforms either replaced cancelled performances or presented past events remade for a digital audience. These included: User Not Found (3,338 viewers), SESSION from Brighton Festival 2019 (614 viewers), Jazz Re:Fest (3,400 viewers for the live event plus 2,100 for the watch again).

We also engaged with this year's online Heritage Open Day programme producing a series of heritage blogs via our heritage volunteers and significantly increasing the narrative and heritage content available via our website. For International Women's Day in March 2021 we replaced our usual multi-event format with seven free online events including debates, mindful yoga, films and a play performed to individuals over the phone.

In support of our children and families programme we promoted a Brighton special streaming of Julia Donaldson's The Snail and The Whale production. We also supported independent companies to experiment with different formats by bringing choose-your-own-adventure The Mobile Anarchist's Library digital experience to families in half term and dance-on-your-doorstep with GOGGLEDANCE.

### **Renewal:**

To support the city's devastated arts communities we collaborated with 11 grass roots music venues once restrictions were temporarily lifted to co-produce a series of socially distanced, live performances across four Saturdays in October and November 2020 under the banner Live Is Alive! The series showcased local music talent, with all ticket income and fundraising distributed amongst the hard-pressed independent venues. Creating a new, cabaret-seated, socially distanced format for our Concert Hall (at a maximum 300 capacity), these fully booked events were also streamed live using a pay-to-view service for the first time. For these events we introduced both paperless ticketing and pre and in-seat ordering via an app – just two of the many innovations and changes implemented to enable live events to be safely presented in our venue. The final event in this series was sadly unable to go ahead due to the second national lockdown being imposed.

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We had hoped to follow this initiative with a mini-series of chamber recital Coffee Concerts – and initially sold the first of these for a live audience. These sadly were not possible with a live audience however was moved online and we livestreamed three such classical chamber recitals curated with pianist Joanna MacGregor from our Concert Hall, each with a month-long Watch Again option to increase paid views.

With restrictions temporarily lifted again, we were able to present four live events in December 2020 to help our audience embrace the festive spirit with two special music theatre performances of A Christmas Carol read by Harriet Walter accompanied by the Brass section of the BPO with Joanna MacGregor and we hosted two Christmas editions of our Live at Brighton Dome comedy nights, again experiencing the cancellation of a third final live line-up due to a third national lock-down being imposed.

For the year our total paid ticketed live event audiences were just 1,463 with an additional new pay-to-view audience for our online ticketed events totaling 2,066.

### **Brighton Festival**

On 17 March 2020 we took the heart-breaking decision to cancel Brighton Festival due to the outbreak of Covid-19.

The 54<sup>th</sup> festival, due to take place in May 2020 was to have had Lemn Sissay at the helm as Guest Director. Our programme, budgets, and contracts were all in place and we were at the stage of finalising our logistical plans. Overnight our mission changed into winding-up these arrangements and ensuring all participants, audiences and staff were clearly aware of our next steps. Within 24 hours all artists, suppliers, partners, and staff were aware the festival had been cancelled at which point we began rescheduling events where possible for online presentation and finalising actual costs.

The budget prior to cancellation projected an overall subsidy requirement of £485,336 and after collaborative discussions with artists and suppliers we managed to reduce this to £203,210.

After a lot of hard work and revised planning, we were able to present Brighton Festival @ Home - a free, online offering with a varied programme hinting at what the originally planned festival would have offered. Though a very difficult period for the organisation, we received an enormous amount of support from our audiences, artists and partners and for that we owe huge gratitude.

This online programme secured a reach of 44,000 via Facebook and over 5,000 You Tube views across 15 events during May including an oversubscribed livestream talk with our Guest Director Lemn Sissay which attracted a total audience of 1,600. A number of these events were made available to watch again, including Sam Lee's Nightingale Walk in Sussex which secured a further 3,200 views. Our major co-commission A Simple Act of Wonder, Walter & Zoniell's art installation, exhibition, social intervention & public art trail, inspired homes, community centres and even the parks of Bevendean & Moulsecoomb to be colourfully transformed. The artists were able to work with local communities in addition to installing a brand-new, art exhibition at Fabrica to create an exclusively online gallery experience which attracted 1,300 visits. Visitors to the public art trail were estimated at 7,440 based on observations over the exhibition period.

Our overall audience reach for the organisation across Brighton Dome & Brighton Festival for this most unusual year was 73,921 (2020: 391,082) which was under 20% of our target reach set prior to the pandemic.

### **Brighton & Hove Music & Arts and East Sussex Music**

Since the closure of schools at the end of March 2020 we pivoted our music offer and moved to providing online tuition to our young musicians. All staff were actively supported in using the necessary technology and our safeguarding policy updated accordingly and issued to all staff returning to teaching.

By May 2020, 3,000 parents and carers had confirmed that they wished to continue with tuition, which represented 60% of the total pupils we would expect in the summer term. Although this was a significant drop, the total was higher than initially projected. We were also able to contact pupils on our waiting list to ask if they would like to start tuition as the online offer provided more flexibility.

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To support this new model of learning we set up the process of developing learning resources via our new Virtual Learning Environment (VLE). This work utilised Microsoft Team and Flipgrid as an interface for the pupils. We also began to explore moving to Microsoft Teams Education.

To support the young musicians that previously attended one of our 5 Music Centres and played in an ensemble, we designed and launched a new Virtual Music Centre (VMC). The VMC offered activities ranging from Jazz and Funk, Orchestral and Rock & Pop (<https://www.bhma.org.uk/virtual-music-centre>).

We also launched a fundraising campaign to help young musicians whose parents or carers were facing hardship. Our target was to raise £10,000 across both services and this was exceeded thanks to the many supporters who kindly donated.

Since the start of the new academic year (September 2020), tuition continued both online and increasingly in schools within the requirements of lockdown restrictions. By working in partnership with schools, parents and carers we made rapid progress to ensure that instrumental tuition could continue either online or in school. We worked with colleagues in schools to understand their local policies and arrangements for instrumental lessons. In line with government guidance and where appropriate mitigations could be made, our teachers returned to face-to-face teaching. We continued to offer the option of online lessons for pupils, delivered at school and during the school day where this was possible and offered evening and weekend lesson times as an alternative.

Take up from schools varied across the different regional areas and as of November 2020 we were offering lessons in 75% of schools in Brighton & Hove, 55% in Eastbourne, 85% in Hastings, 92% in Lewes, 84% in Hastings & 78% in Wealden. However, the overall number of pupils did decrease with 2,100 pupils learning with East Sussex Music and 1,550 learning with Brighton & Hove Music & Arts (approximately 30% down on pupil numbers pre-Covid-19, of 5200 pupils).

In the autumn term we engaged with primary schools regarding adaptations to our WCET (whole class ensemble tuition) in response to government guidance, outlining options for face-to-face delivery. This included Soundmakers (Brighton & Hove) and First Access (East Sussex) programmes, alongside a menu of wider schools' support in East Sussex – curriculum music cover, Ready4School (nursery to KS1 transition) and Let's Make Music (KS1).

During the autumn term we continued to offer our Virtual Music Centre provision and expanded the classes to include Virtual Voices and Beginner Theory alongside the existing programme of Online Orchestra, Jazz & Funk Improvisation, Rock & Pop sessions and classes for string players at different ages and stages of learning. Alongside Virtual Music Centre provision we began preparing for a phased return to face-to-face Music Centre activities over the spring term.

The Our Future Music programme (generously funded by Youth Music) offered sessions virtually through the East Brighton Music Space with a return to face-to-face delivery at Hangleton & Knoll. Orchestra 360 continued to provide online resources for young musicians with Special educational needs and disability (SEND) and in November began a series of 5 weekly workshops delivered online in real time.

Since September we have brought music leaders from o360 (Brighton & Hove) and PIER:ONE (East Sussex) together to develop plans for ensemble sessions and create digital content to support session delivery. In East Sussex we began to schedule a series of online workshops with the Lindfield School (Eastbourne) and live online PIER:ONE sessions for the spring term; sharing resources across both inclusive ensembles where appropriate.

For Christmas 2020 we developed an online Christmas concert and event series titled 'A not so silent Christmas'. Please find more information: <https://www.bhma.org.uk/christmas-festival-2020>

The return to lockdown in January 2021 had a significant impact on the delivery of planned activities by both BHMA and ESM. As in-school lessons needed to cease for a second time, online lessons were reintroduced and rescheduled. The return to online lessons affected numbers of pupils learning and in January were 50% down to approximately 2600 compared to the previous year. With the announcement that schools would be fully reopening from 8 March 2021 we began again preparing for a phased return to face-to-face teaching in classrooms. We updated protocols and risk assessments in line with government guidance and worked determinedly to rebuild learner numbers. We also had to put-back the planned reopening of Music Centre activities to after Easter.

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Working in partnership with East Sussex County Council's School Improvement Partnership we launched a new Music Education Network for teachers. Facilitated through a new VLE (virtual learning environment) the network has offered online CPD events including a popular TeachMeet, which was attended by 175 teachers from schools across Brighton & Hove, East Sussex, West Sussex and Newham. The event was hosted by our partners from University of Sussex and featured a keynote speech from HMI Mark Phillips, Ofsted's National Lead for Music.

Delivery of our Cultural Recovery Fund programme continued during this year. Notably significant work is underway on the rebranding of BHMA and ESM working as one service, as part of BDBF. A new suite of products for adults including specialist instrumental online tuition, online courses in music production and song writing and downloadable courses for adults wanting to learn drum kit, ukulele and guitar were developed and launched in February.

### **Future Creators**

BDBF is the lead partner in Future Creators (formerly known as 'Our Future City'), a Cultural Education Partnership that aims to enhance the city's long-term future through the development of all children and young people's creative talent through arts and cultural learning and creative skills development. In the past year Future Creators has focused on the development of four strategic workstreams:

1. Creative Learning, Skills and Talent
2. Creative Enterprise
3. Creative Well-being
4. Creative Connections

This has included the development of programmes that support young people to develop pathways to skills development and employment through programmes such as Badge Nation and Kickstart, alongside an ongoing commitment to co-developing and delivering well-being-focused creative programmes and launching the new identity. A governance review is also underway.

### **Kickstart Programme**

BDBF is an approved Kickstart Gateway Organisation. The Kickstart Scheme provides funding to create new job placements for 16- to 24-year-olds on Universal Credit who are at risk of long-term unemployment. Employers of all sizes can apply for funding which covers 100% of the National Minimum Wage for 25 hours per week for a total of 6 months.

As a Gateway Organisation we represent Creative and Cultural organisations across the South-East that offer job placements, with options for additional wraparound support provided by ourselves. As a Gateway organisation we receive £300 per placement from the Department for Work and Pensions, along with additional fees for our wraparound service ranging from £395 to £1,090 per placement paid from the employer's grant.

To date we have successfully represented 20 organisations, in securing 100 Kickstart Job placements, providing opportunities for young people to secure work experience and build their confidence and resilience to move on to sustainable work. 12 of these placements are to be hosted by Brighton & Hove Music & Arts and East Sussex Music in the coming year. Organisations represented include a media production company for positive social change, a dance charity, music management and promotion, an acting group, a theatre and museum, a radio broadcaster and video production services. Examples of the amazing job opportunities include Music Creative and Digital Assistant, Editorial Assistant, Development Technical Assistant, Dance Project Administrator, Junior Venue Assistant, Trainee Curatorial Technician (Art), Radio & Digital Producer, Creative Assistant, Production Assistant, Enrichment Technician and Artist Management Assistant.

### **Pre-employment support for the Cultural and Creative Sector (Kickstart)**

The Flexible Support Fund (FSF) is intended to help Jobcentre Plus Service Leaders deliver elements of their support services in the way they see fit for their Districts. Currently there is no tailored provision available to support employability within the Creative and Cultural sector for JCP customers in Brighton and Hove.

Future Creators has developed a sector specific provision programme called Kickstart 4 Creatives, to help address this gap, and is designed to enable JCP customers aged 18 to 24, receiving Universal Credit, (including those furthest from opportunities) and with an interest in the Cultural and Creative industries, to explore and prepare for the opportunity to secure employment within this sector, including applications for Kickstart placements that have been secured through BDBF Gateway provision detailed above.



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Following an application process, we have been successful in securing a contract to support 180 young people over a six-month period, with a maximum contract value of £108,000. The first cohort start the training programme on 1<sup>st</sup> March 2021.

### **Creative Well-being**

Our established wellbeing programme continued to support young children during the pandemic by offering a range of well-being focused, creative activities online during the past year. Projects included Exploring the Familiar, Be Well and Holiday Art Clubs and saw 228 children and young people from 8 different schools (including the Virtual School for Children in Care) engaging. Exploring the Familiar is a significant partnership project involving Future Creators and University of Brighton that utilises creativity and psychogeography to explore well-being issues around transition. In the past year a bid was submitted to AHRC to further extend and embed this work but was unsuccessful.

### **Badge Nation**

Building from the Cities of Learning pilot programme with the RSA, Badge Nation is a collective of employers, schools, colleges and training providers who are using digital badges to recognise accomplishments outside of formal accredited qualifications. Led by Future Creators and Real Ideas, all badges issued by Badge Nation are endorsed by City & Guilds and the RSA; and are designed to motivate learning and ambition. Organisations can join Badge Nation through a membership fee of £240 per year to create up to 6 badges.

### Community Projects and Creative Learning

With lockdown in force at the start of the year, most staff on furlough and our buildings closed, Creative Learning activity was limited. With a priority to support those families at risk of digital poverty we repurposed Heritage activity packs to 'Build Your Own Dome' and distributed via schools to children considered in most need of offline, hard copy activities.

We took time to review our objective to extend and enrich our Creative Learning offer for local and regional artists through 'continued professional development' opportunities. With the refurbished capital spaces on the horizon for 2022 we have undertaken significant consultation with the artistic and arts practitioner community to gauge need and gather ideas and requests. This is being drawn into a Re-opening in 2022 plan for the year-round activity focusing space for local and regional artists to extend their practice and connect with us and each other. Wherever possible we signposted people to activities being delivered by others to amplify activities in the wider arts sector.

Both 'Forward Facing' and 'Umbrella Club' activities were postponed to 2021 as live activities were deemed unsafe for the vulnerable children and their families. We extended live stream tickets to the families in Umbrella Club so they could continue to access arts via BDBF.

Our flagship, award-winning 'Miss Represented' project continued providing a safe space online for exploration by vulnerable young women (aged 13-24) with particularly complex needs from within the social care and criminal justice systems. These young women, often disengaged from other services available, engage in order to feel they can exist without judgement and where they have autonomy. Referrals for participation come from the Youth Offending Team, schools, Pupil Referral Units, The Connected Hub, Leaving Care Team, individual social workers, Fostering Service and CAMHS. Despite challenges of online engagement, the young women worked with Brighton based film maker Rosie Powell to create a music video 'I See Red'. The film has enjoyed a good reception from the public and went on to be presented online as part of the Brighton Festival 2021.

### Workforce Wellbeing, Equality & Diversity

In 2020/2021 we spent much of the year dealing with the impact the global pandemic was having on our staff particularly those who were furloughed, with the need for greater emphasis on supporting staff with any mental health issues that may have developed or became more acute over the period.

We developed a staff newsletter (which had 23 editions) including video messages from the Chief Executive and for which contributions from staff were actively encouraged. We promoted the use of our

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Employee Assistance Programme and ran an online well-being event on 'Time to Talk day' (11<sup>th</sup> February 2021), which aims to reduce the stigma associated with mental ill health. We also ran an online workshop for managers to support them to manage staff with mental health issues and ran resilient well-being workshops for staff (in March 2021), which looked at what staff could do to support their own well-being. Our senior management team also led all-staff meetings at least once a month to ensure that staff were kept informed throughout the 12 months, which staff themselves have greatly appreciated.

As a result of the pandemic, we had to adapt our Equality & Diversity Action Group meetings to be held online each quarter, one of which focussed specifically on 'Black Lives Matter'. This was a facilitated group discussion where staff contributed their own thoughts, reflections and ideas for how BDBF could become a more inclusive organisation.

Our Equality Action Plan was updated with actions set together as a senior management team. Our main focus has been to improve the number of applications during recruitment from ethnically diverse people and from people with disabilities (by 10%), which proved difficult over the past year as we have not recruited any new staff for some time. We will be ensuring this target is carried through to 2021/2022 and will continue to post positive action statements in our adverts to encourage people from these under-represented groups to join us and set ourselves challenging targets to improve representation.

We planned for and procured a new HR system (launching in July 2021) which will enable online recruitment applications which will be anonymised during short-listing and will require all new staff to provide us with their equalities data before they are added to payroll. We hope that this will encourage staff to provide us with this information, therefore, improving the quality of the data we hold.

Our staff group in 2020/2021 consisted of 13.6% ethnically diverse people with the local demographic being 20%. 11.7% of our staff group identified as LGBTQIA+ against a local demographic of 13%. In addition, our staff group are currently made up of 6.1% who identify as disabled with the local demographic being 16%. In March 2021, we renewed our self-assessment evaluation for Level 2 of the Disability Confident Scheme for employers and we remain a Disability Confident Employer. We are aiming to achieve level 3 of this award, to become a Disability Confident Leader. We are also a member of the Disability Action Alliance Volunteer Charter.

Prior to the pandemic, a number of staff were involved in promoting jobs in the community including at the BMECP volunteer fair, job fairs across the city (e.g., at the AMEX, BMECP etc) and Disabled Access and BHM open days. We hope the opportunities to promote working for us will increase over the new financial year for 2021/22. All of our jobs are advertised on Communitybase, Disability Arts Online, Community works, artsjobs and on the DWP websites as well as on our own social media sites and external website. We have also recently advertised some manager roles in The Voice and will continue to do so in order to promote our job vacancies to a more diverse audience.

A rolling programme of unconscious bias / equality & diversity training continued and online learning has taken place where possible e.g. Equality Champions training held in March 2021.

Despite the restrictions imposed by the pandemic we strived to offer the most diverse artistic programme. Our programme of events and other projects delivered against our objectives to target 4 specific groups which are LGBTQIA+, Ethnically diverse people, People with disabilities and people from Socio-Economic deprived backgrounds. We also launched our 'In-House Artist scheme' in September 2020 and held an inclusive recruitment process which saw 69% of the applicants identifying as diverse against one or more protected characteristic. 33% were ethnically diverse, 30% were LGBTQIA+, 15% were disabled or neurodiverse and 4% were trans, non-binary or gender fluid. Applicants were given the opportunity to apply via video (which is the first time we have done this) and a diverse panel supported the selection process.

### Conferencing & Private Events

Prior to the pandemic we were planning to host a total of 14 events (worth £84,900) within the 2020/2021 financial year, with the number and scale of events continuing to be restricted by the ongoing closure of the Corn Exchange and Studio Theatre.

After the initial lockdown commenced in March 21, it became evident that clients would be unable to deliver their events and that we would be unable to provide the venue. Most bookers decided to postpone their

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events until late 2021 and into 2022 and the excellent relationships we have built stood BDBF in good stead when needing to discuss contractual terms and arrangements under such challenging circumstances.

Given that business levels dropped so significantly, all of our staffing team in this area were initially furloughed, but plans were soon made to redeploy some staff to other areas of the business to support ongoing fundraising and marketing initiatives.

Despite the challenges of the last year, we have been able to take advantage of some opportunities. We were successful in applying for £40k funding from the Coast to Capital LEP Growth Hub which has enabled the installation of new Wi-Fi infrastructure in the Concert Hall, Foyer and Founders Room strengthening our digital capability. In addition, this funding enabled us to develop a new virtual tour of the Concert Hall. The tour enabled us to show the many Covid-19 secure measures in place at the venue, plus responds to the move away from in-person site visits and show rounds.

### Bars & Catering

The closure of our venues and cancellation of shows meant that that all bar activities were effectively suspended for much of 2020/2021. Initially, we concentrated on closing the bars safely and organising for stock to be re-distributed, in some cases to support NHS workers with snacks and soft drinks. Strategic projects such as the installation of a new till system and roll-out of our re-useable cups scheme were put on hold with plans made to revisit both when the venues could fully re-open.

Once it became clear that the venues were going to closed for some time, thoughts turned to how we could best use our iconic city centre venues to support others in the community. We were delighted to be approached by Team Domenica, a local social enterprise charity which works with young people with learning disabilities, offering training opportunities to break down barriers to employment. Team Domenica were keen to find a large space which would enable them to continue to operate a socially distanced training café for candidates and together we developed plans to open a Covid-19 secure Cafe in our Foyer. Candidates would also benefit from 'enrichment' session (yoga, art, workshops) run daily in the Founders Room. This initiative would be the first time the venue had been open to the public since its closure in March 2020.

We supported the initiative by providing the space and helping Team Domenica develop Covid-19 safety mitigations. Members of the Bars management team worked brilliantly to support candidates and were redeployed to work in the café which opened in September. The café ran successfully, attracting a wide range of users until the 2<sup>nd</sup> lockdown in November. When restrictions were lifted it opened again in December until the Christmas break, but then had to stay closed from January 21 until restrictions were eased in May 21.

The café delivered 80 hours of café training per week for candidates and was vital to Team Domenica being able to continue to provide the support that the young people and their families are looking for.

'I think it is an absolutely amazing opportunity to have another work experience in Team Domenica and the Dome Café.' Charles Finch, Team Domenica candidate

'I'm so happy making coffee, seeing my friends, being busy working in a team at the Dome café. Issis Venables Team Domenica candidate.

Our bars activity also played a key role in delivering the socially distanced programme of events programmed in the autumn season. Hospitality guidelines required an innovative approach and within a matter of weeks we had set up a new pre-ordering and in seat sales service. Revisions were made to the product range to minimise touch points. The new service style enabled customers to safely enjoy drinks, whilst maintaining distancing requirements and minimising risk of transmission. All products sold were still able to be recycled, in line with our sustainability principals.

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### Appeals and Fundraising

During 2020/2021, the fundraising team worked even harder and very closely with ticketing, marketing and press teams to nurture donor relationships and develop new fundraising income streams to support the organisation during Covid-19 closures and disruptions.

The result exceeded the reforecast target by 10%, including almost £100,000 in ticket donations, following the cancellation of Brighton Festival 2020, and over £50,000 net income through the #BringBackBrightonDome Crowdfunder campaign that we ran in September and October 2020 as part of the national #SaveOurTheatres initiative led by the Theatres Trust.

We are immensely grateful for all the heartfelt support our patrons, members, audience member donors, trusts and foundations and corporate sponsor supporters showed. Together they supported our core operations, as well as specific projects such as: inclusive music and Young Musician Bursaries for children and young people; our creative and social learning programme Miss Represented and community co-creation programme Our Place. Thank you to the Andrew Lloyd Webber Foundation, BBC Children in Need, The Chalk Cliff Trust, John Thaw Foundation, The Rayne Foundation, Sussex Police, Youth Endowment Fund and Youth Music.

In terms of corporate support, the University of Sussex continued as our Major Sponsor and other supporters included: Southern Water, Infinity Foods, Arka Original Funerals, Brighton College Nursery, Pre-Prep & Prep School and Selits.

Trustees are pleased with the ongoing strength of the fundraising operation and building the 'case for support' for the whole organisation's activities and pursuing new ways of income generation, such as commissioning exclusive art prints for fundraising purposes.

Our established individual giving programmes, namely membership (from £30 per year) and patrons (£1,000+ per year) had a stronger year than we had anticipated at the time of the first lockdown. Despite the series of venue closures and programme cancellations, our patron circle in April retained a similar level of membership as the previous year with 72 Patrons.

### Capital redevelopment

BDBF's redevelopment of the 200-year-old Corn Exchange and Studio Theatre is at the heart of the organisation's strategic vision for the future and is Phase 1 of a longer-term plan to revitalise the Royal Pavilion Estate. The project includes significant restoration work to the Grade 1 listed Corn Exchange, historically built by George VI as a riding room, including installation of a 500-seat demountable seating block and new production infrastructure. The refurbishment will also deliver substantial improvements to the 200-seat Studio Theatre and a modern Gallery space offering new front of house areas which will improve the visitor experience. Tired back of house facilities will be upgraded, and new heritage interpretation will be available for people to understand more about the history of the site. For the first time we will have a dedicated rehearsal and development space on site, which will enable more effective partnerships with a wider range of community groups and arts practitioners.

The project aims to decrease running costs and enable a more efficient operation of the building. The new spaces offer BDBF the opportunity to generate more self-earned income, to invest into the upkeep of the heritage spaces and an increased programme of artistic and participation activities.

The pandemic has created additional challenges for the project in terms of increased costs, fundraising pressures, and extensions to the programme with completion now planned for Spring 2022. On a practical level, restricted access to site, social distancing, remote working by the design team and sub-contractors, plus inevitable issues with supply chains including materials, equipment and labour have all made the project more difficult. We are thankful that work on site has continued in line with government guidelines and with the introduction of strict safety protocols.

Trustees recognise the commitment of Brighton and Hove City Council (BHCC), who are leading the project as owners of the building, in ensuring the continuation of the project despite the huge challenges it faced locally. Together BHCC and BDBF successfully secured £458,920 from Arts Council England's Cultural Capital Kickstart Fund and £1m from National Lottery Heritage Fund's Heritage Capital Kickstart fund, both part of the Department for Culture Media and Sport's £1.57bn Cultural Recovery Fund package, designed to tackle the crisis facing cultural and heritage sites as a result of Covid-19. The funding recognises the

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importance of the project to the cultural and economic life of the city and was available to organisations who could demonstrate capital funding shortfall due to the pandemic.

Despite the many issues resulting in the last 12 months, Westridge, who were brought on board in 2019 to complete the works (following the departure of main contractors R Durnell & Sons), have managed to progress works to a high standard and are working well with lead architects FCB Studios. Together these organisations bring a wealth of experience to the project having both heritage and performing arts spaces in their portfolios.

In the last year we have seen the completion of a range of remedial works to ensure that the building is watertight, and major structural works completed. Over 16,000 slate tiles, weighing 55 tonnes have been replaced on the Corn Exchange roof and work began to install 6,500 linear metres of oak cladding along the walls in this space. In addition, 34 oak pilaster columns have been recreated from archive drawings to match designs from 200 years ago.

In the Gallery the new bar and toilet areas have been formed and, in the Studio Theatre, additional works to deal with a leaking roof and strengthen that structure have been identified and will be dealt with in the coming year.

Considerable progress has also been made with a variety of mechanical and electrical services and equipment such as the new front of house lifts, which will ensure the new Gallery space is fully accessible, have been installed.

### Heritage Interpretation and Activity

The pandemic understandably also caused disruption to our heritage interpretation activity in the 2020/2021 year. Work with Drinkall Dean on our heritage interpretation designs was paused and our Participatory Interpretation Manager returned to Brighton Museum at the end of her secondment.

In the year, we took the opportunity to review and revise the Activity Plan for the final phase of our capital redevelopment project. This has been in-depth work, engaging with consultants and with much-valued support from the National Lottery Heritage Fund. We kept the staff heritage knowledge alive with heritage questions incorporated into our Staff Lockdown weekly quizzes. We continued to meet with the Oral History volunteers and undertook some training to prepare to gather stories from members of the public in 2021/2022.

We prioritised connecting with those who may face barriers to access and inclusive activity for people, especially children and young people. Whilst this was challenging in 2020, we were able to extend activity from 2019/2020 – distributing more widely a heritage film created by 14-25 year olds on the autism spectrum, with the organisation 'Carousel'. We also disseminated an activity pack and make-your-own-film tutorial videos to children and their families to give a wider audience to the film and inspire families in the city to make their own film in response. Research volunteers explored a number of stories that specifically relate to the experience of Black and minority ethnic people e.g. Queen Charlotte, Treatment of the Indian Soldiers during WW1, Brighton's relationship with the slave trade and artists of colour who have performed at Brighton Dome.

### Environmental Sustainability

#### **Energy**

As we closed our buildings for the first lockdown in late March 2020 we made predictions that we may be expecting a saving of at least 50% in electricity. Over the early lockdowns the venues were occupied by maintenance staff and contractors necessary to care for the buildings and works continued on the redevelopment site. By the end of the summer as restrictions began to lift we were preparing to open a public café in the Concert Hall foyer prior to then running a limited amount of socially distanced events over the Autumn. Artists had opportunities to rehearse and perform behind closed doors for portions of the year but where public events were prohibited. Between April and July 2020 this predicted reduction was shown to be accurate as consumption of electricity fell on average 54% across these months compared to the equivalent period in 2019. However, from then on, we saw the reductions slow and eventually cease with the additional consumption of electricity caused by the harder running of the mechanical ventilation system required as a Covid 19 mitigation. We were able to use cultural recovery funds to invest in a further air

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handling unit, picking up areas of the Dome Concert Hall basement which were not covered by investments made in 2019. Improvements to M&E equipment will create efficiencies in consumption against the same older unit.

BDBF's main office at 12a Pavilion Buildings was kept closed across the financial year. In the winter months consumption of electricity reduced by an average of 90% year on year and in the summer months by 66%. Across the year this represented a reduction of 86% to 11,788kwh (2020: 81,842kwh). The building is inefficient as it is not equipped with energy saving lighting and is heated by outdated night storage heaters. We recognise the opportunity to be more sustainable if we are able to relocate to more modern premises or upgrade the office accommodation. The reliance on offices has been tested this year with office staff not on furlough moving exclusively to home working. The pandemic has deeply embedded paper free into the administration processes of BDBF.

We continued in 2020/2021 under our renewable electricity contract which comes to an end in 2022. 100% of the electricity purchased was verified independently as renewable.

This was the first full 12 month period using 100% green gas. More sustainable than natural gas, biomethane, or 'green gas', comes from several renewable sources. These include domestic waste water treatment plants, food waste, residues such as straw and unusable vegetables, or a combination of these. Usage fluctuated across the year with some reductions in usage achieved and other months impacted by very cold weather.

### **Water**

Consumption of water in the Concert Hall was 1753m3, half that of the 2019/2020 usage levels (2020: 3401m3).

### **Waste**

A trial of returnable and reusable drinks cups was very successful in 2019/2020 and the response from audience overwhelmingly positive. Our plans to proceed with the scheme on a permanent basis was stalled by the Covid-19 pandemic but remains a significant aim within our environmental action plan for the near future, albeit with necessary Covid Secure mitigation in mind. It also remains our target to remove single use plastic entirely alongside the re-opening of the redeveloped venues and new catering operation in New Road. Planning for the new catering outlet includes a focus on local and sustainable food, and a composting scheme.

Sadly the pandemic has generated new requirements for consumables which would not otherwise be a feature in our operation, most notably face coverings.

However the Covid-19 pandemic expedited planned changes to the operations which have helped us towards our sustainability aims. In particular the move from printed tickets to print at home/paperless ticketing over the pandemic means 1,463 tickets were not printed nor posted out in envelopes, saving on paper, ink, electricity and indirect travel impacts created by the post office collection and delivery. In a typical year of Concert Hall and Festival activity (example used 2019/2020) and based on an estimated 80% of tickets not being printed in future by ourselves or our customers, we look to make a saving of 242,000 paper tickets and associated envelopes and postage.

The uncertainty of the pandemic encouraged us to trial relying almost completely on digital marketing for Brighton Festival 2021 which both helped us to respond to changes and save on paper and production impacts.

### **Financial Results**

Consolidated results are presented for the year ended 31 March 2021 with a recorded gain on unrestricted net operations of £2,418,679 (2020: Loss £121,371).

During the year the Charity's ability to trade as normal was severely impacted by government social-distancing and lockdown restrictions to manage the spread of Covid-19. In response, we moved rapidly to

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offer charitable services digitally in the form of live-streamed events, and online music lessons. Despite these challenges, we were still able to generate £1,843,983 in earned income during the year (2020: £7,650,037). In order to fund the operational shortfall however, we have been reliant on the assistance offered by the government's furlough scheme and Culture Recovery Fund (CRF) as well as continued support from our regular funders and extremely generous donations from our patrons, members, and audiences.

The Charity earned 18% (2020: 63%) of its normal operating income from ticket sales, sponsorship, catering and the private event income channelled through the trading company (Brighton Dome and Festival (Trading) Limited) and 82% (2020: 37%) of its income through grants and donations. 52% (2020: 31%) of normal operating income came from the Charity's two public funders: Brighton & Hove City Council (BHCC) and Arts Council England (ACE). The increase in the proportion of income provided by these funders in 2020 was in large part due to support of £841,257 given by the Department for Culture, Media, and Sport, via ACE, through the CRF.

The Charity has a long-term agreement (28 years remaining) with BHCC that determines the details of the Lease of Brighton Dome, the Sinking Fund and the Arts Fund which supports the activity of both Brighton Dome and Brighton Festival. In 2020/21 the Arts Fund contributed £1,907,617 (2020: £1,885,445) to income. The Charity is a long-standing National Portfolio Organisation of ACE with confirmed funding through to 31 March 2022.

Despite only being able offer limited in classroom teaching during the year, the Brighton & Hove and East Sussex Music Services generated income from tuition and workshops totalling £1,617,107 (2020: £1,919,166). Total expenditure on Creative Learning activities increased year on year to £3,134,932 (2020: £2,817,673) as we were able to invest funds made available through the CRF.

Research and development costs for the year were £11,122 (2020: £27,816).

The Trustees would like to thank all of our supporters, funders and staff who have contributed to our sustainability over this immensely challenging year, without whom we would have had to drastically cut our charitable services and output and endanger our long-term future. In particular, the government's coronavirus job retention scheme has provided a lifeline for our employees. In total we were able to successfully claim for £2,316,854 from the scheme, which was paid in full to our staff. As a result of this scheme, and the voluntary reductions in salaries offered by many of our employees we didn't make any compulsory redundancies in the year. The Trustees would also like to offer our thanks to our regular funders BHCC and ACE for their continued financial support and guidance over the last year. And finally, we would like to thank all of our patrons and audience members for their contributions, and particularly to who donated their tickets for cancelled events or gave to our "Bring Back Brighton Dome" crowdfunding campaign.

### Going Concern

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements.

Trustees have considered the level of funds currently held by the Group and the Company and the expected level of income and expenditure for a period of twelve months from the date of signature of these financial statements. These considerations take into account the expected continues impact of the COVID-19 pandemic. After reviewing the funding streams available to it and making appropriate enquiries, Trustees consider that the going concern basis is appropriate. Additionally, the Group had a carried forward balance of cash at bank and in hand at the reporting date of £4,478,971 (2020: £2,016,767) and have positive total unrestricted operational reserves of £272,012 (2020: £132,950). Trustees have a reasonable expectation that the Group and the Company have adequate resources to continue in operational existence for the foreseeable future and until full trading has resumed. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

The Trustees are aware of the significant uncertainties around the future impact of the COVID-19 pandemic, as well as the imminent completion of the Corn-Exchange renovation project. In order to manage these future risks a transfer of £2,364,070 has been made to designated funds, with specific designations to manage these risks. At 31st March 2021 the Group had positive reserves, being unrestricted funds not held in fixed assets, of £2,197k (2020: Negative £651k).

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After the balance sheet date, we were successful in further funding of £470,500 being awarded from the second round of the Culture Recovery Fund to support cost pressures in the first quarter of the 2021-22 financial year. This, in addition to an extension the furlough scheme until the end of September 2021, will enable to maintain our reserves to mitigate future risks even further.

### Plans for future periods

After a challenging 12 months for the Charity and for society as a whole, we are cautiously optimistic about the coming year.

Brighton Festival made a triumphant return in 2021 as the first multi-arts festival in the UK to open after the coronavirus pandemic caused cancellations throughout 2020. Guest Director Lemn Sissay's inspired and resonant theme of 'care' brought thousands of people back to live art and performance across May and into June.

With highly restricted in-person event capacity, artists adapted and invented new ways to share their stories, creating intimate and powerful experiences that spoke to the radical shifts in everyone's lives. Over 100 events were delivered safely and successfully navigating two steps of the lockdown roadmap to the delight of both audiences and artists, including installations, performances at locations in Brighton & Hove, across Sussex and online.

Following the relaxing of all social distancing restrictions, we are excited to welcome our audiences back for events in the Dome Concert Hall from September 2021. Through significant work with artists and promoters we will present a full programme of multi-disciplinary artistic events, including many performances which were rescheduled due to the Covid-19 pandemic. Significant work is being undertaken to ensure that we can open the venue in a way which is as safe as possible for all staff and audience members.

The resumption of our regular programme of in person live events will gain a further boost from the reopening of the Corn Exchange and Studio Theatre in Spring 2022 following a five-year refurbishment programme. Planning is underway to continue to develop our artistic offer alongside the efficient operational delivery of these newly refurbished spaces. A key part of this planning will be the focus on the delivery of our Commercial Strategy including the use of new commercial spaces that will be available once the renovation is complete.

Historically, periods of great disruption and change have been met by flowerings of artistic creativity and invention and festivals provide the opportunity to reflect, consider and reimagine. With renewed optimism and confidence, the festival now looks forward to 2022. To address this powerfully changed moment in time, next year's festival will be led jointly by Syrian architect and author, Marwa al-Sabouni and Brighton-based theatre artist Tristan Sharps, as the first Guest Co-Directors to be invited to collaborate together on the programme.

We are also playing an integral role as one of the participating venues of the 5G Festival in March 2022. This will be the world's first 5G powered, internationally accessible hybrid immersive festival experience. The festival, which is led by Digital Catapult and is being developed in partnership with a range of leading industry players, will create new opportunities for artists to experiment and collaborate, new business models for festivals and live performance venue and enhance the audience and conference delegate experience wherever they choose to join in – either remotely or in a physical space.

Alongside our ambitious artistic plans, careful financial management will continue to be a leading priority for the organisation over the next year as we adjust and respond to the long-term impact that Covid-19 will likely have on our audiences, artists, partners and staff.

We recognise that there are still areas for investment which would help to reduce our energy consumption and we will be exploring these in the context of our hopes to use designated funds laid down at the year end to make the organisation more sustainable. Examples include completion of the phased installation of LEDs in the foyer and auditorium, the replacement of toilets with water efficient units, and upgrade of the venue chillers (a project which has been fully scoped in 2020).

We are also exploring our office accommodation needs in the run up to the reopening of the redeveloped areas, recognising the valuable role of home working in reducing the costs and environmental



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impacts associated with running office buildings, from office supplies and from the staff themselves travelling into work.

We are at the point of signing off the new Heritage Activity Plan and undertaking a new phase with 9 focus activities (some from the old plan and some new) which focus on engaging a range of target audiences – people from African Diaspora backgrounds, people of South Asian heritage, people with physical and/or learning disabilities, young people from primary and secondary schools and young adults. This will require close working relationships with partners to attract and successfully engage these target audiences and we have spent time in 2020/2021 preparing and developing these further. We continue to plan for the legacy of this work by embedding heritage into the work of the Programming and Participation team through shared project responsibility and activities across the year-round and festival programme that are heritage focused.

### **Indemnity insurance**

During the period the Charity paid £1,079 (2020: £1,029) to provide indemnity cover for the Charity and its Trustees from loss arising from the neglect or defaults of its Trustees and Officers.

### **Investment policy**

The Charity only holds short-term surplus funds which it invests in deposits with its bankers, the Royal Bank of Scotland.

### **Reserves policy**

With the Capital Project having commenced in early 2017 the Charity has been working to increase its unrestricted general reserve to ensure that on exiting the project period its reserves are in no worse a financial situation than when it started (£54,953). The carried forward surplus on the general operations reserve (unrestricted) was £272,012 as at 31 March 2021. At 31st March 2021 the Group had negative free reserves, being unrestricted funds not held in fixed assets, of £2,197k (2020: negative £651k).

Restricted reserves of £10,044k relate to the carrying value of the Dome Refurbishment project 1999 – 2002 and £465k of restricted funds relate to funds received to be used for projects in future periods.

It should also be noted that a portion of the Sinking Fund is held by Brighton & Hove City Council as a reserve for replacing major capital items. The balance on this fund was £167,682 as at 31 March 2021 (2020: £242,500).

### **Statement of Trustees' responsibilities**

The charity trustees for the purposes of company law are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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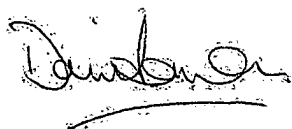
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The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This Annual Report of the Trustees, under the Charities Act 2011 and the Companies Act 2006, was approved by the Board of Trustees on 21<sup>st</sup> September 2021 including approving in their capacity as company directors the Strategic Report contained therein, and is signed as authorised on their behalf by:

A handwritten signature in black ink, appearing to read 'Danny Homan', with a horizontal line underneath.

Mr Danny Homan (Chair)

21 September 2021

# **BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**

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## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGHTON DOME AND FESTIVAL LIMITED**

### **Opinion**

We have audited the financial statements of Brighton Dome and Festival Limited for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the group and parent charitable company's Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

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- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of trustees for the financial statements**

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011, Charities SORP (2019), Companies Act 2006 and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risk is related to the recognition of grants and donations income. Audit procedures performed by the engagement team included:

- Enquiries of management regarding correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;

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- Reviewing the controls and procedures of the charity, particularly in relation to the recording of income and processing of payments and payroll, to ensure these were in place throughout the year, including during the Covid-19 remote working period;
- Evaluating management's controls designed to prevent and detect irregularities;
- Reviewing and testing journal entries made in the year, particularly those made as part of the year end financial reporting process; and
- Challenging assumptions and judgements made by management in their critical accounting estimates which comprise depreciation, bad debt provision and the valuation of musical instruments.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



Jane Askew (Senior Statutory Auditor)  
For and on behalf of Haysmacintyre LLP, Statutory Auditors  
Date: 23 November 2021

10 Queen Street Place  
London  
EC4R 1AG

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
(including consolidated Income & Expenditure Account)

|                                    |              | Unrestricted funds   |                      | Restricted funds   |                                  | Total<br>2021 | Total<br>2020 |
|------------------------------------|--------------|----------------------|----------------------|--------------------|----------------------------------|---------------|---------------|
|                                    |              |                      |                      |                    | The<br>Brighton<br>Dome<br>Venue |               |               |
|                                    | Note         | Operations<br>£000's | Designated<br>£000's | Projects<br>£000's | £000's                           | £000's        | £000's        |
| <b>Income:</b>                     |              |                      |                      |                    |                                  |               |               |
| Grants & donations                 | 1, 2         | 5,180                | -                    | 3,196              | 115                              | 8,491         | 5,046         |
| Income from charitable activities  | 4            | 1,752                | -                    | -                  | -                                | 1,752         | 7,429         |
| Income from trading activities     | 3            | 91                   | -                    | -                  | -                                | 91            | 217           |
| Investment Income                  | 5            | 1                    | -                    | -                  | -                                | 1             | 4             |
| <b>Total income</b>                |              | <b>7,024</b>         | <b>-</b>             | <b>3,196</b>       | <b>115</b>                       | <b>10,335</b> | <b>12,696</b> |
| <b>Expenditure on:</b>             |              |                      |                      |                    |                                  |               |               |
| Raising funds                      |              | 192                  | -                    | -                  | -                                | 192           | 373           |
| Charitable activities              | 6            | 4,329                | 84                   | 2,947              | 434                              | 7,794         | 12,078        |
| <b>Total expenditure</b>           |              | <b>4,521</b>         | <b>84</b>            | <b>2,947</b>       | <b>434</b>                       | <b>7,986</b>  | <b>12,451</b> |
| Net income/(expenditure)           |              | 2,503                | (84)                 | 249                | (319)                            | 2,349         | 245           |
| Transfers between funds            |              | (2,364)              | 2,364                | -                  | -                                | -             | -             |
| Net movement in funds              |              | 139                  | 2,280                | 249                | (319)                            | 2,349         | 245           |
| Total funds brought forward        | 19,20        | 133                  | 736                  | 217                | 10,363                           | 11,449        | 11,204        |
| <b>Total funds carried forward</b> | <b>19,20</b> | <b>272</b>           | <b>3,016</b>         | <b>466</b>         | <b>10,044</b>                    | <b>13,798</b> | <b>11,449</b> |

Note 27 shows 2020 comparatives for the Statement of Financial Activities

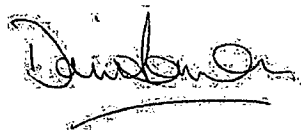
The notes on pages 25 to 44 form part of these financial statements.

**BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**  
Annual Report and Accounts  
for the year ended 31 March 2021

**CONSOLIDATED BALANCE SHEET**  
as at 31 March 2021

|   | <b>Note</b> | <b>2021<br/>£'000</b> | <b>2020<br/>£'000</b> |
|---|-------------|-----------------------|-----------------------|
| <b>FIXED ASSETS</b>                                   |             |                       |                       |
| Tangible fixed assets                                 | 11          | 14,186                | 14,587                |
|   |             | <hr/>                 | <hr/>                 |
| <b>CURRENT ASSETS</b>                                 |             |                       |                       |
| Stock   | 13          | 15                    | 18                    |
| Debtors   | 14          | 548                   | 956                   |
| Cash at bank and in hand                              | 15          | 4,479                 | 2,017                 |
|   |             | <hr/>                 | <hr/>                 |
|   |             | 5,042                 | 2,991                 |
| <b>CREDITORS: amounts falling due within one year</b> | 16          | (2,048)               | (3,391)               |
|   |             | <hr/>                 | <hr/>                 |
| <b>Net current assets/(liabilities)</b>               |             | 2,994                 | (400)                 |
|   |             | <hr/>                 | <hr/>                 |
| <b>Total assets less current liabilities</b>          |             | 17,180                | 14,187                |
|   |             | <hr/>                 | <hr/>                 |
| <b>CREDITORS: amounts falling due after one year</b>  | 18          | (3,382)               | (2,738)               |
|   |             | <hr/>                 | <hr/>                 |
| <b>Total net assets</b>                               |             | 13,798                | 11,449                |
|   |             | <hr/>                 | <hr/>                 |
| <b>The funds of the group:</b>                        |             |                       |                       |
| Unrestricted income funds                             | 19          | 3,288                 | 869                   |
| Restricted income funds                               | 20          | 10,510                | 10,580                |
|   |             | <hr/>                 | <hr/>                 |
| <b>Total group funds</b>                              |             | 13,798                | 11,449                |
|   |             | <hr/>                 | <hr/>                 |

The financial statements on pages 21 to 44 were approved, and authorised for issue, by the Board of Trustees on 21<sup>st</sup> September and are signed on its behalf by:



Mr Danny Homan (Chair)

The notes on pages 25 to 44 form part of these financial statements.

**BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**

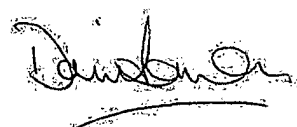
Annual Report and Accounts  
for the year ended 31 March 2021

**COMPANY BALANCE SHEET  
as at 31 March 2021**

|   | <b>Note</b> | <b>2021<br/>£'000</b> | <b>2020<br/>£'000</b> |
|---|-------------|-----------------------|-----------------------|
| <b>FIXED ASSETS</b>                                   |             |                       |                       |
| Tangible fixed assets                                 | 11          | 14,148                | 14,587                |
| Investments   | 12          | -                     | -                     |
|   |             | <u>14,148</u>         | <u>14,587</u>         |
| <b>CURRENT ASSETS</b>                                 |             |                       |                       |
| Stock   | 13          | 15                    | 18                    |
| Debtors   | 14          | 585                   | 950                   |
| Cash at bank and in hand                              | 15          | <u>4,413</u>          | <u>1,860</u>          |
|   |             | 5,013                 | 2,828                 |
| <b>CREDITORS: amounts falling due within one year</b> | 16          | <u>(2,026)</u>        | <u>(3,323)</u>        |
| <b>Net current assets/(liabilities)</b>               |             | <u>2,988</u>          | <u>(495)</u>          |
| <b>Total assets less current liabilities</b>          |             | 17,136                | 14,092                |
| <b>CREDITORS: amounts falling due after one year</b>  | 18          | <u>(3,366)</u>        | <u>(2,704)</u>        |
| <b>Total net assets</b>                               |             | <u><u>13,770</u></u>  | <u><u>11,388</u></u>  |
| <b>The funds of the charity:</b>                      |             |                       |                       |
| Unrestricted income funds                             | 19          | 3,261                 | 809                   |
| Restricted income funds                               | 20          | <u>10,509</u>         | <u>10,579</u>         |
| <b>Total charity funds</b>                            |             | <u><u>13,770</u></u>  | <u><u>11,388</u></u>  |

A separate statement of the financial activities of the Brighton Dome and Festival Limited, the Charity, is not presented following the exemptions afforded by section 408 of the Companies Act 2006.

The financial statements on pages 21 to 44 were approved, and authorised for issue, by the Board of Directors on 21<sup>st</sup> September and are signed on its behalf by:



Mr Danny Homan (Chair)

The notes on pages 25 to 44 form part of these financial statements.



Statement of cash flows for the year ending 31 March 2021

|   | 2021<br>£'000 | 2020<br>£'000 |
|---|---------------|---------------|
| <b>Cash provided by operating activities (Note 24)</b>        | 2,594         | 1,127         |
| <b>Cash flows from investing activities</b>                   |               |               |
| Interest income   | 1             | 4             |
| Purchase of tangible fixed assets (Note 11)                   | (132)         | (706)         |
| Disposal of tangible fixed assets (Note 11)                   | -             | 4             |
| <b>Cash used in investing activities</b>                      | <b>(131)</b>  | <b>(698)</b>  |
| <b>Increase in cash in the year</b>                           | <b>2,463</b>  | <b>429</b>    |
| <b>Cash and cash equivalents at the beginning of the year</b> | <b>2,017</b>  | <b>1,588</b>  |
| <b>Increase in cash (A)</b>                                   | <b>2,462</b>  | <b>429</b>    |
| <b>Total cash and cash equivalents at the end of the year</b> | <b>4,479</b>  | <b>2,017</b>  |

**A. Analysis of changes in net cash funds**

|  | At 1 April 2020 | Cashflows    | At 31 March 2021 |
|--|-----------------|--------------|------------------|
| Cash and cash equivalents              | 2,017           | 2,462        | 4,479            |
| <b>Total cash and cash equivalents</b> | <b>2,017</b>    | <b>2,462</b> | <b>4,479</b>     |

# **BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**

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for the year ended 31 March 2021

## **Principal Accounting Policies**

### **BASIS OF ACCOUNTING**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice for Charities (SORP 2015) (Second Edition, effective 1 January 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) - (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102 – issued March 2018), and the Companies Act 2006.

### **GOING CONCERN**

Accounting standards require the Trustees to consider the appropriateness of the going concern basis when preparing the financial statements. The Trustees consider that the going concern basis is appropriate as the Group had a surplus on unrestricted funds of £3,288,281 at the balance sheet date and the Charity had a surplus on unrestricted funds of £3,261,028. The financing of the Group and Charity is supported through future funding commitments from Brighton & Hove City Council and Arts Council England.

### **PRINCIPAL ACTIVITY**

The principal activity of the company during the year was to manage the charitable business of Brighton Dome and Festival Limited (BDBF). This includes the running of the Brighton Dome venues and the annual Brighton Festival each May including the related provision of catering and beverage services.

Brighton Dome and Festival Limited is a private limited company (registered number 00889184) incorporated and domiciled in England and Wales. The charity is a public benefit entity.

The address of the registered office is:

12a Pavilion Buildings  
Castle Square  
Brighton  
East Sussex  
BN1 1EE

### **CONSOLIDATION**

The Group accounts consolidate the results of the Charity and its subsidiaries, Brighton Dome and Festival (Trading) Limited and Brighton Dome & Museum Development Company Limited on a line by line basis.

### **INCOME**

Voluntary Income comprises all incoming resources from sponsorship, donations, membership subscriptions and grants.

All grants and donations receivable are recognised when the conditions for receipt have been met. There is entitlement to income when it can be reliably measured and it is probable that it will be received. Where grants and donations received are performance related or restricted to future accounting periods they are deferred and accounted for as a liability.

Government grant income paid under the Coronavirus Job Retention Scheme (CJRS) has been recognised in the Statement of Financial Activities in the period to which the underlying furloughed staff costs relate to.

Other government grants are recognised in the financial statements when there is entitlement, the grant is measurable and receipt is probable.

## BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

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Goods and services received in kind are included within the accounts where material and are included at the lower of current market value and value to the charity.

Income from charitable activities includes amounts received from tickets and other event sales for productions and educational activities directly promoted by the Group or, where it shares the financial risk for such an event, promoted by other organisations where such events contribute to the artistic programme of the Group.

Investment income comprises interest receivable on cash balances held in appropriate interest bearing deposits.

### EXPENDITURE

All expenditure is accounted for on an accruals basis.

The cost of raising funds includes the costs of securing sponsorship and donations, and also includes the costs of providing membership benefits and other costs incurred in the Group's trading activity.

Expenditure on charitable activities include expenditure associated with staging promoted events, providing education projects and the costs of the artistic programme at Brighton Dome and Brighton Festival. Support costs relating to single activities are allocated directly to that activity. Where support costs relate to several activities they are apportioned accordingly. Governance costs include secretarial, legal and audit fees associated with the constitutional and statutory requirements of the Charity.

### INVESTMENTS

Investments in active subsidiary undertakings are included in the balance sheet at cost.

### DEPRECIATION AND FIXED ASSETS

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset systematically over its expected useful life as follows:

|                              |                            |
|------------------------------|----------------------------|
| Long-term improvements       | Over the life of the lease |
| Short-term improvements      | 10% - 20% per annum        |
| Venue fittings and equipment | 10% - 20% per annum        |
| Office equipment             | 20% - 25% per annum        |
| Musical instruments          | 10% per annum              |

Fixed assets costing more than £1,000 are capitalised. The Charity does not have a policy to revalue its assets.

### LEASES

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as incurred. Rental charges are charged on a straight-line basis over the life of the lease.

### STOCK

Stocks of goods for resale are included in the balance sheet at the lower of cost or net realisable value. This includes Bar stock and Front of House consumables.

### PENSION COSTS

The Charity offers a stakeholder scheme to its employees and contributes to a defined contribution scheme for certain other employees. Costs are expensed in the Consolidated Statement of Financial Activities.

## BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

### Annual Report and Accounts

for the year ended 31 March 2021

Certain staff are members of the Teachers' Pension Scheme which is a multi-employer pension scheme. It is not possible to identify the Charity's share of the underlying assets and liabilities of the Teachers' Pension Scheme on a consistent and reasonable basis and therefore, as required by FRS102, accounts for the scheme as if it were a defined contribution scheme. The Charity's contributions, which are in accordance with the recommendations of the Government Actuary, are charged in the period in which the salaries to which they relate are payable.

## TAXATION

Brighton Dome and Festival Limited's charitable activities fall within the exemptions afforded by section 505 of the Income Corporation Taxes Act 1988. The trading subsidiary, Brighton Dome and Festival (Trading) Limited donates its profits to the charitable company under the provisions of Gift Aid. Accordingly there is no Corporation Tax charge in these accounts.

## VALUE ADDED TAX

The Group is registered for Value Added Tax (VAT) and income and expenditure is stated net of VAT to the extent that it is recoverable.

## FINANCIAL INSTRUMENTS

Financial assets and liabilities are recognised when the Charity becomes a party to the contractual provisions of the instrument. Trade debtors do not carry any interest and are stated at nominal amount less any provision for estimated irrecoverable amount. Trade creditors are not interest bearing and are stated at their nominal value.

## JUDGEMENTS IN APPLYING ACCOUNTING POLICIES AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The group makes judgements, estimates and assumptions that affect the application of policies and the carrying values of assets and liabilities, income and expenses. The resulting accounting estimates calculated using these judgements will, by definition, seldom equal the related actual results but are based on the experience of the Directors (or Trustees) and the expectations of future events. The estimates are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is reviewed. Such basis include:

- Expenditure accounted for on an accruals basis
- Costs allocated to charities activities on a time basis.
- Grants and donations receivable are recognised when the conditions for receipt have been met.
- Valuation of musical instruments  
The valuation of musical instruments was made independently by Norman's Instruments, a specialist in supplying Musical Education equipment. The group have reviewed instrument usage and income generated (both actual and expected), and that this assessment has allowed the Trustees to be satisfied that there is no material impairment to the value of the musical instruments as at 31 March 2021

# BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

Annual Report and Accounts  
for the year ended 31 March 2021

## 1. GRANTS & DONATIONS – ANALYSIS BY FUND

|                                   | Unrestricted funds           |                              | Restricted funds    |                                |                  |
|-----------------------------------|------------------------------|------------------------------|---------------------|--------------------------------|------------------|
|                                   | Operational funds 2021 £'000 | Designated funds 2021 £'000s | Projects 2021 £'000 | Brighton Dome venue 2021 £'000 | Total 2021 £'000 |
| Brighton and Hove City Council    | 1,792                        | -                            | -                   | 115                            | 1,907            |
| East Sussex County Council        | -                            | -                            | -                   | -                              | -                |
| Arts Council England, South East  | 445                          | -                            | 2,130               | -                              | 2,575            |
| CJRS Income                       | 2,317                        | -                            | -                   | -                              | 2,317            |
| CRF Income                        | 287                          | -                            | 555                 | -                              | 842              |
| Other grants                      | 15                           | -                            | 271                 | -                              | 286              |
| Donations, Trusts and Foundations | 274                          | -                            | 240                 | -                              | 514              |
| Members' subscriptions and events | 50                           | -                            | -                   | -                              | 50               |
| 2021                              | 5,180                        | -                            | 3,196               | 115                            | 8,491            |
|                                   | 2020 £'000                   | 2020 £'000s                  | 2020 £'000          | 2020 £'000                     | 2020 £'000       |
| 2020 COMPARATIVES                 |                              |                              |                     |                                |                  |
| Brighton and Hove City Council    | 1,723                        | -                            | 15                  | 147                            | 1,885            |
| East Sussex County Council        | -                            | 600                          | -                   | -                              | 600              |
| Arts Council England, South East  | -                            | -                            | 1,870               | -                              | 1,870            |
| Other grants                      | 6                            | -                            | 187                 | -                              | 193              |
| Donations, Trusts and Foundations | 122                          | -                            | 292                 | -                              | 414              |
| Members' subscriptions and events | 84                           | -                            | -                   | -                              | 84               |
| 2020                              | 1,935                        | 600                          | 2,364               | 147                            | 5,046            |

## 2. GRANTS & DONATIONS - ANALYSIS BY TYPE

|                                   | Brighton Dome programme and hires 2021 £'000 | Brighton Dome venues 2021 £'000 | Creative Learning activity 2021 £'000 | Brighton Festival 2021 £'000 | 2021 Total £'000 |
|-----------------------------------|--|---------------------------------|---------------------------------------|------------------------------|------------------|
| Brighton and Hove City Council    | 1,793  | 115                             | -                                     | -                            | 1,908            |
| East Sussex County Council        | -  | -                               | -                                     | -                            | -                |
| Arts Council England              | 2,144  | -                               | 1,272                                 | -                            | 3,416            |
| Other grants                      | 2,437  | -                               | 97                                    | 66                           | 2,600            |
| Donations, Trusts and Foundations | 274  | -                               | 213                                   | 30                           | 517              |
| Members' subscriptions and events | 50   | -                               | -                                     | -                            | 50               |
| 2021                              | 6,698  | 115                             | 1,582                                 | 96                           | 8,491            |

# BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

Annual Report and Accounts

for the year ended 31 March 2021

|                                   | 2020<br>£'000 | 2020<br>£'000 | 2020<br>£'000 | 2020<br>£'000 | 2020<br>£'000 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| 2020 COMPARATIVES                 |               |               |               |               |               |
| Brighton and Hove City Council    | 1,723         | 147           | 15            | -             | 1,885         |
| East Sussex County Council        | -             | -             | 600           | -             | 600           |
| Arts Council England              | 1,150         | -             | 720           | -             | 1,870         |
| Other grants                      | 5             | -             | 150           | 38            | 193           |
| Donations, Trusts and Foundations | 122           | -             | 247           | 45            | 414           |
| Members' subscriptions and events | 84            | -             | -             | -             | 84            |
| 2020                              | <u>3,084</u>  | <u>147</u>    | <u>1,732</u>  | <u>83</u>     | <u>5,046</u>  |

## 3. INCOME FROM TRADING ACTIVITIES (B)

|              | Brighton<br>Dome<br>programme<br>and hires<br>£'000 | Brighton<br>Festival<br>£'000 | 2021<br>Total<br>£'000 | 2020<br>Total<br>£'000 |
|--------------|---|-------------------------------|------------------------|------------------------|
| Sponsorship  | -   | 32                            | 32                     | 43                     |
| Event Hires  | 3   | -                             | 3                      | 133                    |
| Consultancy  | 52  | -                             | 52                     | 41                     |
| Other Income | 4   | -                             | 4                      | -                      |
|              | <u>59</u>   | <u>32</u>                     | <u>91</u>              | <u>217</u>             |

## 4. INCOME FROM CHARITABLE ACTIVITIES BY INCOME TYPE (B)

|                             | Brighton Dome<br>programme and<br>hires<br>2021<br>£'000 | Creative<br>Learning activity<br>2021<br>£'000 | Brighton<br>Festival<br>2021<br>£'000 | Total<br>2021<br>£'000 |
|-----------------------------|--|--|---------------------------------------|------------------------|
| Ticket sales                | 27   | 6  | -                                     | 33                     |
| Performances and Hires      | 27   | 23   | -                                     | 50                     |
| Bar and catering for events | 14   | -  | -                                     | 14                     |
| Tuition & workshops         | -  | 1,617  | -                                     | 1,617                  |
| Ticketing fees              | 38   | -  | -                                     | 38                     |
| Programme sales             | -  | -  | -                                     | -                      |
| 2021                        | <u>106</u>   | <u>1,646</u>                                   | <u>-</u>                              | <u>1,752</u>           |

|                             | 2020<br>£'000 | 2020<br>£'000 | 2020<br>£'000 | 2020<br>£'000 |
|-----------------------------|---------------|---------------|---------------|---------------|
| Ticket sales                | 2,503         | 59            | 632           | 3,194         |
| Performances and Hires      | 974           | 21            | -             | 995           |
| Bar and catering for events | 861           | -             | -             | 861           |
| Tuition & workshops         | -             | 1,919         | -             | 1,919         |
| Ticketing fees              | 423           | -             | -             | 423           |
| Programme sales             | 37            | -             | -             | 37            |

**BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**

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for the year ended 31 March 2021

|      |              |              |            |              |
|------|--------------|--------------|------------|--------------|
| 2020 | <u>4,798</u> | <u>1,999</u> | <u>632</u> | <u>7,429</u> |
|------|--------------|--------------|------------|--------------|

**B. INCOME FROM TRADING ACTIVITIES AND CHARITABLE ACTIVITIES**

There has been a significant drop in income in the year for both Trading and Charitable Activities due to the ongoing pandemic. Minimal events and conferencing events were put on in the year as well as school closures, which has all accounted for the drop in income.

**5. INVESTMENT INCOME**

All of the Group's investment income of £911 (2020: £3,692) arose from interest bearing deposit accounts.

# BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

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## 6. EXPENDITURE ON CHARITABLE ACTIVITIES

The Charity undertakes direct charitable activities and does not make grant payments.

|                                   | Unrestricted<br>funds<br>2021<br>£'000 | Designated<br>funds<br>2021<br>£'000 | Restricted<br>funds<br>2021<br>£'000 | Brighton<br>Dome venue<br>2021<br>£'000 | Total<br>2021<br>£'000 |
|-----------------------------------|--|--------------------------------------|--------------------------------------|---|------------------------|
| Brighton Dome programme and hires | 1,519                                  | -                                    | 1,168                                | 42                                      | 2,729                  |
| Creative Learning activity        | 1,718                                  | -                                    | 1,417                                | -                                       | 3,135                  |
| Brighton Festival                 | 79                                     | -                                    | 85                                   | -                                       | 164                    |
| Support and governance costs      | 884                                    | -                                    | 277                                  | -                                       | 1,161                  |
|                                   | <u>4,200</u>                           | <u>-</u>                             | <u>2,947</u>                         | <u>42</u>                               | <u>7,189</u>           |
| Brighton Dome venues              | -                                      | -                                    | -                                    | 73                                      | 73                     |
| Depreciation                      | 129                                    | 84                                   | -                                    | 319                                     | 532                    |
|                                   | <u>4,329</u>                           | <u>84</u>                            | <u>2,947</u>                         | <u>434</u>                              | <u>7,794</u>           |
|                                   | 2020<br>£'000                          | 2020<br>£'000                        | 2020<br>£'000                        | 2020<br>£'000                           | 2020<br>£'000          |
| 2020 COMPARATIVES                 |  |                                      |                                      |   |                        |
| Brighton Dome programme and hires | 4,836                                  | -                                    | 1,188                                | 59                                      | 6,082                  |
| Creative Learning activity        | 1,856                                  | -                                    | 962                                  | -                                       | 2,818                  |
| Brighton Festival                 | 1,650                                  | -                                    | 69                                   | -                                       | 1,719                  |
| Support and governance costs      | 845                                    | -                                    | -                                    | -                                       | 845                    |
|                                   | <u>9,187</u>                           | <u>-</u>                             | <u>2,219</u>                         | <u>59</u>                               | <u>11,465</u>          |
| Brighton Dome venues              | -                                      | -                                    | -                                    | 88                                      | 88                     |
| Depreciation                      | 146                                    | 25                                   | -                                    | 319                                     | 489                    |
| 2020                              | <u>9,333</u>                           | <u>25</u>                            | <u>2,219</u>                         | <u>466</u>                              | <u>12,042</u>          |

## 7. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

|                             | 2021<br>Total<br>£'000 | 2020<br>Total<br>£'000 |
|-----------------------------|------------------------|------------------------|
| Executive and finance costs | 931                    | 634                    |
| Lease payments              | 21                     | 22                     |
| Auditors remuneration       | 21                     | 16                     |
| Information technology      | 188                    | 173                    |
| Research & development      |                        |                        |
|                             | <u>1,161</u>           | <u>845</u>             |

Costs are allocated to the Charity's activities on a time basis.



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## 8. STAFF COSTS AND NUMBERS

The average number of permanent staff employed during the period, and as at 31 March 2021, was 209 (2020: 149). Additionally an average head count of 136 (2020: 183) casual weekly staff worked on an hourly basis to support events and performances.

Permanent staff are allocated to the charity's activities as follows:

|                                  | 2021<br>Number | 2020<br>Number |
|----------------------------------|----------------|----------------|
| Artistic Planning                | 12             | 14             |
| Learning, Access & Participation | 120            | 55             |
| Trading*                         | 3              | 3              |
| Operations                       | 44             | 47             |
| Marketing & Sales                | 10             | 10             |
| Development                      | 6              | 6              |
| Support & Governance             | 14             | 14             |
|                                  | <u>209</u>     | <u>149</u>     |

\*All staff engaged in trading related activities are employed through contracts with Brighton Dome and Festival Limited. Relevant costs are therefore recharged to Brighton Dome and Festival (Trading) Limited.

|                     | 2021<br>Total<br>£'000 | 2020<br>Total<br>£'000 |
|---------------------|------------------------|------------------------|
| Payroll costs       |                        |                        |
| Wages and salaries  | 4,657                  | 4,583                  |
| Social security     | 353                    | 363                    |
| Other pension costs | 475                    | 451                    |
|                     | <u>5,485</u>           | <u>5,397</u>           |

The number of employees who received emoluments greater than £60,000 in the following range was:

|                     | 2021<br>Number | 2020<br>Number |
|---------------------|----------------|----------------|
| £60,001 - £70,000   | 1              | 0              |
| £70,001 - £80,000   | 1              | 1              |
| £80,001 - £90,000   | 1              | 0              |
| £100,001 - £105,000 | 0              | 0              |
| £110,001 - £115,000 | 0              | 1              |

The Key Management Personnel are considered to be the Officers and Executive Management Team. Their employment benefits were £482,913 in 2021 (£553,291 in 2020).

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**9. NET TRADING RESULTS OF SUBSIDIARY TRADING COMPANY BRIGHTON DOME AND FESTIVAL (TRADING) LIMITED**

|                                    | 2021<br>£'000 | 2020<br>£'000 |
|------------------------------------|---------------|---------------|
| Turnover                           | 87            | 217           |
| Other Income                       | 4             |               |
| Cost of sales                      | (23)          | (64)          |
|                                    | <hr/>         | <hr/>         |
| Gross profit                       | 68            | 153           |
| Administration and overheads       | (41)          | (92)          |
|                                    | <hr/>         | <hr/>         |
|                                    | 27            | 61            |
| Interest receivable                | -             | -             |
|                                    | <hr/>         | <hr/>         |
|                                    | 27            | 61            |
|                                    | <hr/>         | <hr/>         |
| Donation payable to parent company | (61)          | (43)          |
|                                    | <hr/>         | <hr/>         |
| Net (loss)/ profit                 | (34)          | 18            |
|                                    | <hr/>         | <hr/>         |

Cost of sales includes £21,903 (2020: £25,406) charged by the parent company for the provision of services.

**10. RELATED PARTY TRANSACTIONS**

None of the Trustees received any remuneration during the period under review. Trustee expenses of £31 (2020: £1,255) were recorded for meeting catering for 14 trustees.

The financial results of our Trading Company (as per note 9 above) are reflected within our Consolidated SOFA on Page 21.

A yearly recharge is made in March between the Charity and Trading Company apportioning venue running costs on the basis of conference turnover/ total group turnover. This includes insurance, utilities and cleaning costs and is eliminated on consolidation. Inter Company balances as at 31 March 2021 were £70,080. (2020: £22,246)

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**11. TANGIBLE FIXED ASSETS**

**GROUP AND COMPANY**

|                       | Dome leasehold asset: |            | Venue     | Musical     | Office | Enabling | Total  |
|-----------------------|-----------------------|------------|-----------|-------------|--------|----------|--------|
|                       | Long-term             | Short-term | Fittings  | Instruments | Equip  | Works    |        |
|                       | Improve               | Improve    | and equip |             |        |          |        |
|                       | £'000                 | £'000      | £'000     | £'000s      | £'000  | £'000    | £'000  |
| <b>COST</b>           |                       |            |           |             |        |          |        |
| As at 1 April 2020    | 16,444                | 6,508      | 2,744     | 821         | 569    | 2,858    | 29,944 |
| Additions             | -                     | -          | 24        | -           | 96     | 13       | 133    |
| Disposals             | -                     | -          | -         | -           | -      | -        | -      |
| As at 31 March 2021   | 16,444                | 6,508      | 2,768     | 821         | 665    | 2,871    | 30,077 |
| <b>DEPRECIATION</b>   |                       |            |           |             |        |          |        |
| As at 1 April 2020    | 5,757                 | 6,502      | 2,515     | 85          | 499    | -        | 15,358 |
| Charge for the period | 329                   | 3          | 89        | 84          | 28     | -        | 533    |
| Disposals             | -                     | -          | -         | -           | -      | -        | -      |
| As at 31 March 2021   | 6,086                 | 6,505      | 2,604     | 169         | 527    | -        | 15,891 |
| <b>NET BOOK VALUE</b> |                       |            |           |             |        |          |        |
| As at 31 March 2021   | 10,358                | 3          | 164       | 652         | 138    | 2,871    | 14,186 |
| As at 31 March 2020   | 10,687                | 7          | 229       | 736         | 70     | 2,858    | 14,587 |

2020

**GROUP AND COMPANY**

|                       | Dome leasehold asset: |            | Venue     | Musical     | Office | Enabling | Total  |
|-----------------------|-----------------------|------------|-----------|-------------|--------|----------|--------|
|                       | Long-term             | Short-term | Fittings  | Instruments | Equip  | Works    |        |
|                       | Improve               | Improve    | and equip |             |        |          |        |
|                       | £'000                 | £'000      | £'000     | £'000s      | £'000  | £'000    | £'000  |
| <b>COST</b>           |                       |            |           |             |        |          |        |
| As at 1 April 2019    | 16,444                | 6,508      | 2,728     | 221         | 542    | 2,797    | 29,240 |
| Additions             | -                     | -          | 19        | 600         | 27     | 61       | 707    |
| Disposals             | -                     | -          | (4)       | -           | -      | 0        | (4)    |
| As at 31 March 2020   | 16,444                | 6,508      | 2,744     | 821         | 569    | 2,858    | 29,944 |
| <b>DEPRECIATION</b>   |                       |            |           |             |        |          |        |
| As at 1 April 2019    | 5,427                 | 6,497      | 2,410     | 25          | 474    | -        | 14,833 |
| Charge for the period | 329                   | 4          | 107       | 60          | 25     | -        | 525    |
| Disposals             | -                     | 0          | (2)       | -           | 0      | -        | (2)    |
| As at 31 March 2020   | 5,757                 | 6,501      | 2,515     | 85          | 499    | -        | 15,357 |
| <b>NET BOOK VALUE</b> |                       |            |           |             |        |          |        |
| As at 31 March 2020   | 10,687                | 7          | 229       | 736         | 70     | 2,858    | 14,587 |
| As at 31 March 2019   | 11,017                | 11         | 318       | 196         | 68     | 2,797    | 14,407 |

## BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)

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### TANGIBLE FIXED ASSETS (continued)

All of the Group's tangible fixed assets are used for activities in furtherance of the Charity's objects. Arts Council England and Brighton & Hove City Council hold legal charges over the value of the leasehold asset in accordance with their standard funding terms.

The lease of the Brighton Dome was granted to Brighton Dome and Festival Limited in 1999 by Brighton & Hove City Council for a total of 50 years at a peppercorn rent. The leasehold improvements shown above represent the value of the capital refurbishment work carried out by the Group. The lease cannot be assigned or sold.

The main categories of fixed assets are as follows:

Dome leasehold asset: long-term improvements - represents the value of the main construction works to the venues with a useful life extending over the remaining term of the lease.

Dome leasehold asset: short-term improvements - represents the value of improvements to the venues with a useful life of ten years.

Brighton & Hove City Council have made available a Sinking Fund in order to provide for renewals of fixtures and fittings included in this category. The City Council set aside, from the annual Sinking Fund allocation, sums to cover non-recurring major maintenance work at the Brighton Dome Venue. At 31 March 2021 the allocation stood at £167,682 (2020: £242,500) and is held in a designated account by Brighton & Hove City Council and consequently is not included in these accounts.

Venue fittings and equipment – represents the value of fittings and equipment purchased for the operation of the Dome venues, which have a useful life of five years.

Musical Instruments represents the estimated valuation of musical instruments leased to Brighton Dome and Festival by Brighton and Hove City Council and East Sussex County Council for use by Brighton and Hove Music and Arts Service and East Sussex Music Service.

Office equipment – represents the value of computer hardware and software and similar items which have an expected useful life of three years.

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**12. FIXED ASSET INVESTMENTS**

|                             | 2021<br>Cost<br>£ | 2020<br>Cost<br>£ |
|-----------------------------|-------------------|-------------------|
| Investment in subsidiaries: | 100               | 181               |

The investment above represents Brighton Dome and Festival Limited's investment in subsidiary companies. On 1 September 2005 the Group reorganised its subsidiaries following completion of the Brighton Dome Development. Since that date all charitable activities are managed in the registered charity, the Brighton Dome and Festival Limited. All non-charitable activities are managed through Brighton Dome and Festival (Trading) Limited. The remaining company in the Group was a dormant company from 1 September 2006.

Details of the subsidiaries as at 31 March 2021 are set out below:

| Name   | Controlling<br>Interest | Incorporated/Company number |
|--|-------------------------|-----------------------------|
| Brighton Dome and Festival (Trading) Limited | 100%                    | UK 5541005                  |

Both subsidiaries are registered at 12a Pavilion Buildings, Castle Square, Brighton, BN1 1EE

The net assets / (liabilities) of the subsidiaries at the end of the financial period were as follows:

|  | Share capital<br>£ | Reserves<br>£ | Net assets /<br>(liabilities)<br>£ |
|--|--------------------|---------------|------------------------------------|
| Brighton Dome and Festival (Trading) Limited | 100                | 60,932        | 61,032                             |

**13. STOCK**

| Group and Company          | 2021<br>£'000 | 2020<br>£'000 |
|----------------------------|---------------|---------------|
| Bar Stock                  | 9             | 12            |
| Front of House Consumables | 6             | 6             |
| Total                      | 15            | 18            |

Stock recognised as an expense in 2021 totalled £8k (2020: £220k).

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## 14. DEBTORS

|  | Group      |            | Company    |            |
|--|------------|------------|------------|------------|
|  | 2021       | 2020       | 2021       | 2020       |
|  | £'000      | £'000      | £'000      | £'000      |
| Trade debtors  | 112        | 802        | 82         | 774        |
| Prepayments and accrued income                               | 435        | 152        | 433        | 152        |
| Amounts owed by Brighton Dome and Festival (Trading) Limited | -          | -          | 69         | 22         |
| Sundry debtors   | 1          | 2          | 1          | 2          |
|  | <u>548</u> | <u>956</u> | <u>585</u> | <u>950</u> |

## 15. CASH AT BANK AND IN HAND

Cash at bank and in hand includes petty cash, floats and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar amount.

## 16. CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

|                              | Group        |              | Company      |              |
|------------------------------|--------------|--------------|--------------|--------------|
|                              | 2021         | 2020         | 2021         | 2020         |
|                              | £'000        | £'000        | £'000        | £'000        |
| Trade creditors              | 118          | 604          | 110          | 601          |
| Bank overdraft               | 11           | 5            | 11           | 5            |
| Accruals                     | 374          | 396          | 372          | 391          |
| Deferred income              | 1,184        | 1,075        | 1,173        | 1,065        |
| Other creditors              | 92           | 1,027        | 92           | 987          |
| Taxation and social security | 90           | 112          | 90           | 112          |
| VAT Payable                  | 179          | 172          | 178          | 162          |
|                              | <u>2,048</u> | <u>3,391</u> | <u>2,026</u> | <u>3,323</u> |

Royal Bank of Scotland holds a legal charge over the book debts of the Charity as security against the overdraft facility. Deferred income includes £1,320,728 (2020: £964,666) relating to ticket sales for events taking place beyond the balance sheet date.

# **BRIGHTON DOME AND FESTIVAL LIMITED (Company Number: 00889184)**

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## **17. DEFERRED INCOME**

|                             | Group        |              | Company      |              |
|-----------------------------|--------------|--------------|--------------|--------------|
|                             | 2021         | 2020         | 2021         | 2020         |
|                             | £'000        | £'000        | £'000        | £'000        |
| Deferred Income < 1 year    |              |              |              |              |
| Balance as at 1 April 2020  | 1,075        | 2,302        | 1,065        | 2,269        |
| Released in-year            | (1,075)      | (2,302)      | (1,065)      | (2,302)      |
| Deferred in-year            | 1,184        | 1,075        | 1,173        | 1,065        |
| Balance as at 31 March 2021 | <u>1,184</u> | <u>1,075</u> | <u>1,173</u> | <u>1,065</u> |

Deferred Income relates to advance deposits and advance ticket sales for events taking place beyond the balance sheet date.

## **18. CREDITORS – AMOUNTS FALLING DUE AFTER ONE YEAR**

|                               | Group        |              | Company      |              |
|-------------------------------|--------------|--------------|--------------|--------------|
|                               | 2021         | 2020         | 2021         | 2020         |
|                               | £'000        | £'000        | £'000        | £'000        |
| Loan from BHCC                | 2,704        | 2,704        | 2,704        | 2,704        |
| Accrued Interest on BHCC Loan | 347          | -            | 347          | -            |
| Deferred income               | 332          | 34           | 315          | -            |
|                               | <u>3,383</u> | <u>2,738</u> | <u>3,366</u> | <u>2,704</u> |

The loan of £2.7m is secured by a floating charge against the assets of the charity. The loan is repayable in equal instalments commencing in 2022 and ending in 2050. Interest is charged on the loan at 2.85%.

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## **19. ANALYSIS OF MOVEMENTS IN UNRESTRICTED FUNDS**

|   | Balance at<br>1 April<br>2020<br>£'000 | Movement in resources |                      | Transfer to<br>designated<br>funds<br>£'000 | Balance at 31<br>March<br>2021<br>£'000 |
|---|--|-----------------------|----------------------|---|---|
|   |  | Income<br>£'000       | Expenditure<br>£'000 |   |   |
| <b>GROUP AND COMPANY</b>  |  |                       |                      |   |   |
| Operational funds   | 133                                    | 7,024                 | (4,521)              | (2,364)                                     | 272                                     |
| Designated funds  |  |                       |                      |   |   |
| Musical Instruments   | 736                                    | -                     | (84)                 | -   | 652                                     |
| Managing future Covid-19<br>related risks   | -                                      | -                     | -                    | 751   | 751                                     |
| Corn Exchange<br>redevelopment costs &<br>investments in future<br>sustainability | -                                      | -                     | -                    | 413   | 413                                     |
| Community engagement &<br>artistic commissioning                                  | -                                      | -                     | -                    | 400   | 400                                     |
| Music Services future<br>investment   | -                                      | -                     | -                    | 800   | 800                                     |
| <b>Total</b>  | <b>869</b>                             | <b>7,024</b>          | <b>(4,605)</b>       | <b>-</b>                                    | <b>3,288</b>                            |
| <b>2020 Total</b>   | <b>450</b>                             | <b>9,585</b>          | <b>(9,731)</b>       | <b>-</b>                                    | <b>304</b>                              |

Designated funds brought forward represent the carrying value of musical instruments, the use of which have been gifted to Brighton Dome and Festival by Brighton and Hove City Council for use by the Music Services.

Transfers to designated funds were made during the year for the following purposes:

1. Supporting the Dome and Festival activity with future risks that may arise due to Covid-19
2. To create a fund to be spent on equipment and operational expenditure related to the completion of the Corn Exchange redevelopment, and other future investments that support operational sustainability
3. To create a fund for community engagement projects and commissioning new works of art
4. To designate funds to be used for future investment in the Music Services.



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**20. ANALYSIS OF MOVEMENT IN RESTRICTED FUNDS**

|  | Balance at<br>1 April | Movement in resources |                      | Transfer<br>from<br>unrestricted<br>funds | Balance at<br>31 March |
|--|-----------------------|-----------------------|----------------------|---|------------------------|
|  | 2020<br>£'000         | Income<br>£'000       | Expenditure<br>£'000 | £'000                                     | 2021<br>£'000          |
| <b>GROUP AND COMPANY</b>                                       |                       |                       |                      |   |                        |
| Brighton Dome Regeneration<br>Project & Brighton Dome<br>Venue | 10,363                | 115                   | (434)                | -   | 10,044                 |
| Brighton Dome Other Projects                                   | 217                   | 3,195                 | (2,947)              | -   | 465                    |
|  | <u>          </u>     | <u>          </u>     | <u>          </u>    | <u>          </u>                         | <u>          </u>      |
| <b>Total 2021</b>  | <b>10,580</b>         | <b>3,310</b>          | <b>(3,381)</b>       | <b>-</b>                                  | <b>10,509</b>          |
|  | <u>          </u>     | <u>          </u>     | <u>          </u>    | <u>          </u>                         | <u>          </u>      |

|  | Balance at<br>1 April | Movement in resources |                   | Transfer<br>from<br>unrestricted<br>funds | Balance at<br>31 March |
|--|-----------------------|-----------------------|-------------------|---|------------------------|
|  | 2019<br>£'000         | Incoming<br>£'000     | Outgoing<br>£'000 | £'000                                     | 2020<br>£'000          |
| <b>GROUP AND COMPANY</b>                                       |                       |                       |                   |   |                        |
| Brighton Dome Regeneration<br>Project & Brighton Dome<br>Venue | 10,682                | 147                   | (466)             | -   | 10,363                 |
| Brighton Dome Other Projects                                   | 72                    | 2,364                 | (2,219)           | -   | 217                    |
|  | <u>          </u>     | <u>          </u>     | <u>          </u> | <u>          </u>                         | <u>          </u>      |
| <b>Total 2020</b>  | <b>10,754</b>         | <b>2,511</b>          | <b>(2,685)</b>    | <b>-</b>                                  | <b>10,580</b>          |
|  | <u>          </u>     | <u>          </u>     | <u>          </u> | <u>          </u>                         | <u>          </u>      |

The Dome Regeneration Project fund represents the capitalised value received in respect of the development and regeneration of the Brighton Dome; it comprises improvements to the leasehold asset and income from fund-raising activities. Arts Council England & Brighton and Hove City Council hold legal charges over the value of the leasehold asset in accordance with their standard funding terms.

The Dome Sinking Fund represents monies receivable from Brighton & Hove City Council to enable expenditure on certain items of building maintenance and renewals in accordance with the terms of the lease of the Brighton Dome venues.

Brighton Dome Other Projects Fund represents monies received from Individuals, Trusts, Foundations and other grant making bodies.

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## **21. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                          | Fixed<br>Assets<br>£'000 | Cash<br>£'000 | Net Assets/<br>(Liabilities)<br>£'000 | Total<br>£'000 |
|--------------------------|--------------------------|---------------|---------------------------------------|----------------|
| <b>GROUP</b>             |                          |               |                                       |                |
| Unrestricted funds       | 1,438                    | 4,098         | (1,901)                               | 3,635          |
| Restricted funds:        |                          |               |                                       |                |
| Brighton Dome Venue      | 10,044                   | -             | -                                     | 10,044         |
| Corn Exchange Renovation | 2,704                    | -             | (2,704)                               | -              |
| Other Projects           | -                        | 381           | 84                                    | 465            |
| <b>Total funds</b>       | <b>14,186</b>            | <b>4,479</b>  | <b>(4,521)</b>                        | <b>14,144</b>  |
| <b>2020 Total</b>        | <b>14,587</b>            | <b>2,017</b>  | <b>(5,155)</b>                        | <b>11,449</b>  |
| <b>COMPANY</b>           |                          |               |                                       |                |
| Unrestricted funds       | 1,400                    | 4,032         | (1,740)                               | 3,692          |
| Restricted funds:        |                          |               |                                       |                |
| Brighton Dome Venue      | 10,044                   | -             | -                                     | 10,044         |
| Corn Exchange Renovation | 2,704                    | -             | (2,704)                               | -              |
| Other Projects           | -                        | 381           | -                                     | 381            |
| <b>Total funds</b>       | <b>14,148</b>            | <b>4,413</b>  | <b>(4,444)</b>                        | <b>14,117</b>  |
| <b>2020 Total</b>        | <b>14,022</b>            | <b>1,859</b>  | <b>(5,057)</b>                        | <b>10,824</b>  |

## **UNRESTRICTED FUNDS**

|                                  | Group         |               | Company       |               |
|----------------------------------|---------------|---------------|---------------|---------------|
|                                  | 2021<br>£'000 | 2020<br>£'000 | 2021<br>£'000 | 2020<br>£'000 |
| Balance as at 1 April            | 869           | 450           | 809           | 408           |
| Surplus / (deficit) for the year | 2,419         | 419           | 2,452         | 401           |
| Transfer from restricted funds   | -             | -             | -             | -             |
| <b>Balance as at 31 March</b>    | <b>3,288</b>  | <b>869</b>    | <b>3,261</b>  | <b>809</b>    |

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## 22. 2020 ANALYSIS OF NET ASSETS BETWEEN FUNDS

|                          | Fixed<br>Assets<br>£'000 | Cash<br>£'000 | Net<br>Liabilities<br>£'000 | Total<br>£'000 |
|--------------------------|--------------------------|---------------|-----------------------------|----------------|
| <b>GROUP</b>             |                          |               |                             |                |
| Unrestricted funds       | 1,520                    | 1,800         | (2,451)                     | 869            |
| Restricted funds:        |                          |               |                             |                |
| Brighton Dome Venue      | 10,363                   | -             | -                           | 10,363         |
| Corn Exchange Renovation | 2,704                    | -             | (2,704)                     | -              |
| Other Projects           | -                        | 217           | -                           | 217            |
| <b>Total funds</b>       | <b>14,587</b>            | <b>2,017</b>  | <b>(5,155)</b>              | <b>11,449</b>  |
| <b>2019 Total</b>        | <b>14,407</b>            | <b>1,588</b>  | <b>(4,791)</b>              | <b>11,204</b>  |
| <b>COMPANY</b>           |                          |               |                             |                |
| Unrestricted funds       | 955                      | 1,642         | (2,353)                     | 244            |
| Restricted funds:        |                          |               |                             |                |
| Brighton Dome Venue      | 10,363                   | -             | -                           | 10,363         |
| Corn Exchange Renovation | 2,704                    | -             | (2,704)                     | -              |
| Other Projects           | -                        | 217           | -                           | 217            |
| <b>Total funds</b>       | <b>14,022</b>            | <b>1,859</b>  | <b>(5,057)</b>              | <b>10,824</b>  |
| <b>2019 Total</b>        | <b>14,407</b>            | <b>1,360</b>  | <b>(4,605)</b>              | <b>11,162</b>  |

## 23. PENSION COMMITMENTS

### Defined contribution schemes

The Group operates defined contribution schemes for certain employees. The assets of the schemes are held separately from those of the Group in independently administered funds. The pension cost charge represents contributions payable by the Group and Charity to the funds and amounted to £118,112 (2020: £177,899). Included in the total are contributions of £34,572 (2020: of £38,767) which were owed to the relevant pension funds at 31 March 2021.

### Teachers' Pension Scheme

The Charity participates in the Teachers' Pension Scheme (England and Wales) ("the TPS") for relevant staff in the Music Services. The pension charge for the year includes contributions payable to the TPS of £381,355 (2020: £274,192) and at the year-end £41,179 (2020: £50,801) was accrued in respect of contributions to this scheme. The scheme is closed to new members.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

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The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016. Employers are also currently required to pay a scheme administration levy of 0.08% giving a total employer contribution rate of 16.48%.

As a result of the 31 March 2016 valuation of the Teachers' Pension Scheme, the Government has determined that the employer contribution rate should increase to 23.68% of contributory pay with effect from 1 September 2020 (this includes the administration levy of 0.08%).

The Department for Education has launched a consultation seeking views on their proposal to support certain education institutions with the increase to the Teachers' Pension Scheme. The consultation closed on 12 February 2020 and we received the additional percentage difference for TPS and are in receipt of funding up until the end of 31.03.2022.

#### Local Government Pension Scheme

The Charity also participate in the East Sussex Local Government Pension Scheme ("LGPS") for relevant staff in the Music Services. The pension charge for the year includes contributions payable to the LGPS of £8,263 (2020: £9,009) and at the year-end £93 (2020: £432) was accrued in respect of contributions to this scheme. The scheme is closed to new members.

The East Sussex Local Government Pension Scheme is administered by the County Council. The scheme provides retirement benefits for County Council employees, but members also include employees of Brighton & Hove City Council, the five borough and district councils, academies, universities, colleges and public authorities.

In accordance with the Local Government Pension Scheme Regulations, associated legislation and the Pensions Committee terms of reference, the East Sussex Pension Fund Pension Committee is responsible for all functions and responsibilities relating to the management of the East Sussex Pension Fund, this includes making arrangements for the investment, administration and management of the Pension Fund, receiving advice as appropriate from the Pension Board. The Pension Committee also agrees Policy Statements, as required under the LGPS regulations, and decides on the admission and cessation of bodies to the Pension Fund.

The employer contribution rate set by the administrators of the scheme was 0% of contributory pay during the 20/21 financial year. It was determined that the employer contribution rate for the financial years 2021/22 to 2022/23 will be 0% also.

#### 24. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

|  | Group<br>2021<br>£'000 | Group<br>2020<br>£'000 |
|--|------------------------|------------------------|
| Net movement in funds                        | 2,349                  | 245                    |
| Add back depreciation charge                 | 533                    | 522                    |
| Deduct interest income                       | (1)                    | (4)                    |
| Decrease in stock                            | 3                      | 1                      |
| Decrease in debtors                          | 408                    | 211                    |
| (Decrease)/ increase in creditors            | (698)                  | 152                    |
| <b>Net cash used in operating activities</b> | <b>2,594</b>           | <b>1,127</b>           |

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## 25. AGENCY RELATIONSHIP WITH BHCC (CAPITAL PROJECT)

During the financial year BDBF collected fundraising income and incurred costs on behalf of the Capital Project. Fundraising income is invoiced by BHCC and costs recharged by BDBF. All balances relating to the funds raised and costs incurred were invoiced for by the balance sheet date.

## 26. AUDITORS REMUNERATION

A fee of £20,830 for the audit of the group of companies has been accrued in the 2020/21 accounts. (2020: £18,750)

## 27. 2020 COMPARATIVES FOR SOFA

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including consolidated Income & Expenditure Account)

|                                      | Unrestricted funds   |                      | Restricted funds   |  | Total<br>2020 |
|--------------------------------------|----------------------|----------------------|--------------------|--|---------------|
|                                      | Operations<br>£000's | Designated<br>£000's | Projects<br>£000's | The<br>Brighton<br>Dome<br>Venue<br>£000's | £000's        |
| <b>Income:</b>                       |                      |                      |                    |  |               |
| Grants & donations                   | 1,935                | 600                  | 2,364              | 147  | 5,046         |
| Income from charitable activities    | 7,429                | -                    | -                  | -  | 7,429         |
| Income from trading activities       | 217                  | -                    | -                  | -  | 217           |
| Investment Income                    | 4                    | -                    | -                  | -  | 4             |
| <b>Total income</b>                  | <b>9,585</b>         | <b>600</b>           | <b>2,364</b>       | <b>147</b>                                 | <b>12,696</b> |
| <b>Expenditure on:</b>               |                      |                      |                    |  |               |
| Cost of raising funds                | 373                  | -                    | -                  | -  | 373           |
| Expenditure on charitable activities | 9,333                | 60                   | 2,219              | 466  | 12,078        |
| <b>Total expenditure</b>             | <b>9,706</b>         | <b>60</b>            | <b>2,219</b>       | <b>466</b>                                 | <b>12,451</b> |
| Net (expenditure)/ income            | (121)                | 540                  | 145                | (319)                                      | 245           |
| Transfers between funds              | -                    | -                    | -                  | -  | -             |
| Net movement in funds                | (121)                | 540                  | 145                | (319)                                      | 245           |
| Total funds brought forward          | 254                  | 196                  | 72                 | 10,682                                     | 11,204        |
| <b>Total funds carried forward</b>   | <b>133</b>           | <b>736</b>           | <b>217</b>         | <b>10,363</b>                              | <b>11,449</b> |